Streamlining The Performance Evaluation Tool

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CDPHE Human Resource Manager

- Developed and adopted in Fall 2004
- Implemented in January 2005 for upcoming evaluation cycle
- Trained all employees in January 2005
- TQM Team

Changes

- 2 Fundamental Changes
  - Removal of Labels
  - Elimination of Numerical Rating
- Other Changes
  - Mandated changes (e.g. rating definitions, evaluation cycle, core competencies, etc.)
  - Removal of SS#

Numerical Ratings

- Rating Scale (1-100)
  - 1-49   Needs Improvement
  - 50-69   Good
  - 70-89   Commendable
  - 90-100 Outstanding
- Reviewed Performance Data
  - "C" most frequently used category
  - The top five most frequently used scores make up 37% of the total number of evaluations
  - Found the range was not utilized

Goal

- Eliminate haggling over points

- Increased accountability of supervisors

- Require supervisors to describe performance rather than assign points

Removal of Labels

- Categories
  - Outstanding 4
  - Commendable 3
  - Good 2
  - Needs Improvement 1
- Labels were not used in definitions
- AG recommendation

Goal

- Avoid discrepancy between supervisory input and label

- Require supervisors to describe performance rather than assign points

Evaluation Tool Design

- Automated and user friendly

- Reviewed tools from other agencies

- MS Word form fields

- Pre-populated information

- Drop-down menus

- Technical assistance web-page

Performance Management Planning and Evaluation Tool

CDPHE
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
# Human Resources Performance Management Evaluation Period April 1, 2005 thru March 31, 2006

- Before completing the tool "save as" from the file menu and save to a folder of your choice.

- Tab through the field to complete where appropriate.

- The narrative fields allow for unlimited text.

- Information regarding each field is available on the status bar. The status bar, which is a horizontal area at the bottom of the document window in Microsoft Word, provides information about the current state of what you are viewing in the window and any other contextual information. To display the status bar, click **Options** on the **Tools** menu, click the **View** tab, and then select the **Status bar** check box under **Show**.

- The following resources are available:

  o Performance Management Implementation Plan

  o Time Line for 2005-2006

  o Power Point presentation

  o Dispute Resolution and Grievance Policy

  o State Personnel Rules and Director's Administrative Procedures (chapter 6)

  o Counseling Form

  o Feedback and Coaching/Progress Review Form

- o Supervisor's Checklist

- o Problem Diagnosis and Plan (a worksheet)

- o Progressive Discipline Technical Assistance

- Performance Management Planning and Evaluation tool.
  If you don't want to use any of the template language, you may remove the form
  protection by clicking on the padlock icon located on the Forms toolbar.
  Warning: Form protection must be removed *before* you complete the form . See
  picture below of the Forms toolbar:

PPM_Evaluation_Form_Jan_05.doc - Microsoft Word

File   Edit   View   Insert   Format   Tools   Table   Window   Help   Adobe PDF

Heading 2   Times New Roman   12   B   I   U   100%

Performance·Management·Summary·Form¶

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Evaluation·Period:·4/1/2005·thru·3/31/2006¶

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Final·Annual·Rating:·Level·0¶

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Colorado Department
of Public Health
and Environment

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Division:··APCD·Section/Unit:·°°°°°¶

Employee's·Name: → °°°°°·Job·Title:·°°°°°·Pos.·No.:·°°°°°¶

Supervisor's·Name: → °°°°°·Job·Title:·°°°°°·Pos.·No.:·°°°°°¶

Outcome

- Pro
  - Aesthetically pleasing and slick
  - 6 pages
  - Flexible
  - Overwhelming approval for the elimination of points
- Con
  - Lack of Word skills of users